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Approved For Release 2005/07/12 : CIA-RDP82-00357R000300070047-5

ROUTING AND RECORD SHEET

SUBJECT: (Optional) <i>From Bureau (2)</i> <i>201. Comment items (1.4)</i>		Executive Registry <i>18-4182/3</i>	
FROM: Acting Director of Personnel 5 E 58 HQ		EXTENSION	NO. DATE <i>24 JAN 1978</i>
TO: (Officer designation, room number, and building)	DATE RECEIVED FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Acting Deputy Director for Administration		<i>ps</i>	<p>During your Saturday meeting with Mr. Blake, Mr. Janney and me, we discussed a number of personnel subjects which resulted in your request for position papers and certain action memoranda on the following topics:</p> <ul style="list-style-type: none">A. Monitoring of Management and Advanced Training Candidates;B. Establishment of Secretarial and Clerical Career Service Panels;C. Uniformity of Promotion Systems;D. Promotions, Flow-Through, and Separations; andE. Advancement Opportunities for Specialists. <p>Attached herewith are papers addressing the first four topics in the context of our understanding of the particular emphasis which you expressed in the course of our discussions. Each of the papers includes certain recommendations for your consideration.</p> <p>A paper dealing with Topic E will be submitted soon.</p> <p>If you approve the recommendations, we shall move to implement them. As some of the recommendations would involve significant changes of policy, we are prepared to discuss them further, should you desire.</p>
2.			
3. Acting Deputy Director of Central Intelligence	<i>20 JAN 1978</i>	<i>Bpc</i>	
4.			
5. Director of Central Intelligence	<i>1/13</i>		
6.			
7.	<i>8 MAY 1978</i>	<i>N</i>	
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0 - Add

1 - A/DDCICE

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2 - A/DDA

1 - OP/P&C

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OP/P&C/

Revised: AD/Pers/ jmk (20 Jan 78)

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STAT

TAB

ADMINISTRATIVE - INTERNAL USE ONLY

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MONITORING OF MANAGEMENT AND ADVANCED
TRAINING CANDIDATES

DCI ACTION ITEM:

Concern has been expressed that we are sending second-rate people to training when we should be sending our best. A proposed way of assuring only the best receive this expensive training is to require such training as a condition to Supergrade status.

DISCUSSION:

The Personnel Development Program (PDP) of the Agency identifies officers in grades GS-13 through GS-15 who evidence managerial or executive talent and officers in grades GS-15 through GS-17 who are in line for executive or executive level assignment. These officers so identified are believed to be the "best" of the Agency personnel resources.

As a means of monitoring the implementation of plans included in the Personnel Development Program (PDP) of Agency components, the Office of Personnel over a year ago instituted a program with the Office of Training for the PDP identification of candidates for enrollment in the management and certain external training courses. Components sponsoring employees for the Mid-Career Course (except GS-12 personnel who are not included in the PDP) the Management Seminar, the Senior Seminar, the Levinson Leadership Seminar and the Program on Creative Management are required to state whether or not candidates are in the PDP. Senior Training Officers of the Career Services monitor this requirement and require a written justification if a candidate does not have PDP status.

The Agency Training Selection Board also makes inclusion in the PDP a requirement for attendance at external senior officer schools, allowing for exceptions when sufficient justification is provided.

A further step in monitoring enrollment is under consideration as part of the OTR computer record system proposal which is being reviewed by ODP. The proposed revised enrollment form would require indication if the enrollee is included in the component's PDP. This would permit OTR to easily monitor the PDP requirement for those courses identified as developmental experiences for senior managers.

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We believe the current system for monitoring, which would be reinforced if the computer system goes into operation, sufficiently controls the enrollment in the management and advanced training courses to insure the training is provided to those officers meriting the development. There are officers, however, who are not PDP identified for various reasons, but whose performance is of such caliber that the Agency will benefit from the additional training for the individual. It is recommended, therefore, that properly justified exceptions for enrollment in the restricted courses be allowed.

Completion of all or even selected management training courses should not be the sine qua non for promotion to Supergrade or any other grade level. It is not always possible to schedule the identified officers for such training in the necessary time frame; this is especially true for those Agency officers who spend a considerable amount of their careers overseas. The optimum combination for the successful development of an individual is talent, experience and training. The otherwise qualified officers, however, who have not been afforded the opportunity for taking certain specified courses should not be penalized because the needs of the Service did not permit their attendance.

RECOMMENDATION

It is recommended as a means of further strengthening the present monitoring system for attendance at management courses and external training schools that a memorandum be sent to the Heads of the Career Services emphasizing the importance of preparatory training of managerial and executive candidates. The memorandum should address the selection of officers for the Personnel Development Program and the careful design of the plans for developmental experience. The responsibility of the Career Service Senior Training Officer for insuring the appropriateness of the training plans and then for the implementation of those plans should be reaffirmed.

A memorandum to this effect is attached for the DCI's signature if the recommendation is approved.

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DD/A Registry
78-0181/1

Executive Registry
78-4182/1

MEMORANDUM FOR: Acting Deputy Director for Administration
Director of the National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

SUBJECT: Enrollment in Management and Senior Officer
Schools

1. The professional development of our best officers is a matter of prime concern in the personnel management of the Agency. You have identified in your Personnel Development Program (PIP) those officers of your Service judged to have the qualifications and potential for eventual assignment to senior management and executive positions. It is in the Agency's interest to insure the developmental experiences planned and implemented for these officers, including attendance at specific training courses, are designed to achieve maximum benefits for the officer and the Agency. The Senior Training Officers of the Career Services should be the referent for that part of the PIP planning involved with the formal training courses.

2. I wish to reaffirm my interest that the candidates for the management courses and senior officer schools are individuals who have been PIP identified. The monitoring for PIP status is a responsibility of the Career Service and enrollment in the attached list of courses will require the personal certification of the Career Training Officer that the nominee is on the Career Service's PIP Executive List or Executive Poster List, as appropriate to the grade requirements of the course. Exceptions may be granted by the Director of Training, but must be fully justified and the fulfillment of a quota is not an acceptable reason.

STANSFIELD TURNER
Director

Attachment

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SUBJECT: Enrollment in Management and Senior Officer Schools

Distribution:

Orig - A/DDA
1 - Each other adse
1 - DCI
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TRAINING COURSES REQUIRING REVIEW FOR PDP STATUS

Internal Courses

Mid-Career
Management Seminar
Senior Seminar
Levison Leadership Seminar
Program on Creative Management

Senior Officer Schools

Naval War College
Army War College
Air War College
Industrial College of the Armed Forces
National War College
Senior Seminar in Foreign Policy (State Department)
Federal Executive Institute
Brookings Institution
Executive Development Courses
Education for Public Management
Senior Civil Service Courses

TAB

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ESTABLISHMENT OF SECRETARIAL AND CLERICAL
CAREER SERVICE PANELS

DCI ACTION ITEM:

Prepare a paper to the Heads of Career Service that will require that each Career Service and Career Sub-group establish secretarial/clerical panels. Guidelines relative to establishing such panels will include a uniform policy statement that would limit senior executive officer choice of secretaries to that group of individuals at the grade or no more than one grade level below that of the position to be filled.

DISCUSSION:

1. The establishment of formal Career Service and Career Sub-group secretarial and clerical panels is an important step toward improving the effectiveness of career development and management of a significant and essential element of the Agency's work force.

2. On the basis of consideration of the several occupational specialities within the secretarial/clerical area and the particular needs of employees within these groups, it would appear that the career management of the senior secretarial group (GS-08 and above) can best be administered by centralization at the Career Service level. In those Career Services which have established Career Sub-groups (i.e., Office level) the career management of secretaries GS-07 and below, and all other categories of clericals regardless of grade can more effectively be handled at the Career Sub-group level.

RECOMMENDATION:

That the attached memorandum be transmitted to the Heads of Career Service.

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Registry
78-0181/2

Executive Registry
78-4182/2

MEMORANDUM FOR: Acting Deputy Director for Administration
Director of the National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

SUBJECT : Establishment of Career Service Panels to Administer
the Career Management of Secretarial and Clerical
Personnel

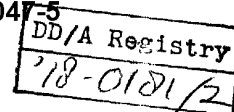
1. Secretaries and clerical personnel comprise a significant and essential segment of the total work force of the Agency. It is incumbent therefore that the Career Services be actively concerned with their interests and development to the same degree directed to the needs of professional employees. The subject of establishing a structured and formalized approach to the career management of secretarial and clerical personnel has recently been reexamined with the conclusion that there is a clear and definite need for expanded programs and methods to assist talented personnel to expand their potential fully, to increase career opportunities, enrich the job environment, and allow the Agency to make maximum use of the qualifications and experience of existing personnel resources.

2. On the basis of this reexamination it has been determined that the effectiveness of the career development and management of secretarial and clerical employees will be enhanced by the establishment of formal secretarial and clerical panels by each of the Career Services and where applicable, by their Sub-groups.

3. Effective immediately, each Head of Career Service will initiate planning and undertake actions leading to the establishment by 1 April 1978 of a Career Service-level Senior Secretarial Career Service Panel for the career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel grades GS-08 and above within the Career Service and the competitive selection for assignment of incumbents to secretarial positions grades GS-08 and above within the Career Services. In addition, in those Directorates where employee

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career management is centralized at the Career Service level, a panel (or panels as may be dictated by the size and composition of the secretarial and clerical employee occupational groups) will be established to fulfill the career management responsibilities for other secretarial (GS-07 and below) and other clerical employees (all grade levels) within the Career Service at large. In those Career Services which have established Career Sub-groups for the career management of certain employee groups, each such Sub-group will institute formal panel structures to administer the career management functions for other secretarial (i.e., GS-07 and below) and other clerical employees (all grade levels) within the Sub-group's jurisdiction.

4. To assure uniformity in the development of the secretarial and clerical career management panel system, Heads of Career Service will incorporate the following basic policy guidances in their programmatic actions:

(a) Establish uniform criteria to be used by the secretarial and clerical panels within the Career Service and its Sub-groups in conducting competitive evaluation, ranking, and promotion exercises.

(b) Publish and disseminate the criteria to members of the Career Service.

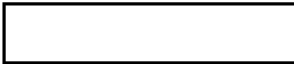
(c) Establish guidelines for the identification of candidates and selection of secretarial personnel to positions at the GS-08 and above level. The guidelines will include a restriction on the assignment of individuals to GS-08 and above secretarial positions to employees with personal grades either at the grade level or no more than one grade level below that of the position to be filled and will insure that all qualified personnel are considered for each available position. The guidelines may provide for either panel selection of the individual for the assignment or for panel nominations of up to three "best" qualified candidates for the supervisor's selection. Whatever guideline is chosen for the system must be followed in all cases.

5. In those Career Services which have established Career Sub-groups for the career management of certain employee groups, each such Sub-group will institute formal panel structures to administer the career management functions for other secretarial (i.e., GS-07 and below) and other clerical employees (all grade levels) within the Sub-group's jurisdiction. The Sub-group may develop criteria supplemental to that of the Career Service if the particular functions or structure of the Sub-group warrants the additional guidance. The supplemental criteria are subject to the review and approval of the Head of the Career Service.

6. The Office of Personnel will monitor the ongoing development of these panel systems and will provide advice and assistance as needed. As experiences are gained inter-Career Service discussions will be arranged to provide for the sharing of ideas, methodology and techniques.

STANSFIELD TURNER
Director

ORIGINATOR:



Acting Director of Personnel

ILLEGIB

18 JAN 1978

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STAT OP/P&C/cmc (9 Jan 78)

TAB

UNIFORMITY OF PROMOTION SYSTEMS

DCI ACTION ITEM:

Prepare a paper that surveys the operation of the panels and boards throughout the Agency by Career Service to include how promotion recommendations are made and implemented and how the results are publicized. The paper should include recommendations for improving consistency and publicity.

DISCUSSION:

The competitive promotion review and evaluation system of the various Career Services have been examined for elements of common approach. All use panels or boards, review personnel at least annually, and except for the DDO, provide for panel or board action at the Career Service Sub-group level. All panels and boards, except in the DDO, function in an advisory capacity to the Heads of the Career Service or the head of the office concerned. The results of the promotion exercises are published by some components, but this is not a universal practice. There are also variances in schedules for evaluation and promotion. Some panels review on a Career Service issued schedule for individual grades, others review and promote all grades at one time. Some promote annually, others on a six month schedule. There are a few offices where the review process is on an annual basis, but the promotions are made throughout the year. There are also differences in the extent of publication as well as the detail of the criteria used for the promotion evaluation.

After consideration of the various systems and approaches to the promotion process, we have developed five recommendations, directed to provide basic procedures common to the competitive promotion exercise Agency-wide, but which allow for the discrete nature of the Career Services. We do not believe the proposals will impact unduly on the systems now operating in any one of the Services, but should at the same time assure Agency employees of the equality of treatment throughout the organization. Some of these recommendations are already part of the system in the Services, others will be a new requirement for some of the components.

RECOMMENDATION I:

The evaluation for promotion exercise will be related to the Fitness Report cycle for the grade under consideration. The board or panel evaluation and promotion recommendation actions will be completed

within 90 days of the ending date of the Fitness Report period so that approved recommendations may be made effective the first pay period thereafter for all Agency employees being promoted to the specific grade.

Example: GS-12 and GS-13 Fitness Reports now cover the period 1 January to 31 December. The approved promotions to GS-13 and GS-14 would be effective the first pay period after 31 March.

The basis for the promotion review cycle will be that established for the preparation and receipt of Fitness Reports published in [] and will be followed by all Career Services and Career Service Sub-groups. If this recommendation is approved, it may be necessary to reprogram the schedule to avoid overweighting some periods.

STAT

To allow use of headroom which may accrue by attrition during the year, Career Service or Career Service Sub-groups have the option for a second review and promotion exercise six months after the one based on the Fitness Report cycle.

Example: The GS-12 and GS-13 personnel reviewed in the January-March period could again be reviewed during July-September with promotions effective the first pay period after 31 September.

RECOMMENDATION II:

A board and panel structure will be established by the Head of the Career Service to administer the competitive promotion exercises of the Service. The Career Service Sub-group panel structure may be modified in the DDO where a single service concept supports a panel system Career Service-wide on the basis of grade and function.

The structure will consist of:

a. A Career Service Board

(1) Membership will be composed of senior officers of the Service, either by position or appointment.

(2) Responsible for competitive evaluation and promotion recommendations for personnel in grades GS-15 and above.

(3) Responsible for the review, in an advisory capacity, of the GS-14 to GS-15 Sub-group panel recommendations. If there is disagreement with the panel proposals, the matter will be referred to the Head of the Career Service for resolution. (This action recognizes the importance of the feeder group to senior management grades).

b. A Senior Secretarial Career Service Panel

(1) Membership may be by position or appointment and in the Career Services where there are Sub-groups each such group will be represented on the Panel.

(2) Responsible for the competitive evaluation and promotion recommendations of secretarial personnel in grades GS-08 and above.

c. Career Service Sub-group Panels

(1) Offices may establish as many panels as required for the grade or functional structure of the component.

(2) Membership may be by position or appointment.

(3) Responsible for competitive evaluation and promotion recommendations of personnel in all grades through GS-14 except for the GS-08 and above secretarial personnel.

Personnel assigned to membership on boards and panels will serve for established periods of time. Boards and panels may have other personnel management duties, such as assignment and training recommendations, as requested by the Head of the Career Service or the Head of the Career Service Sub-group.

The membership of the boards and panels of all Career Services will be published. The form of publication may be the Personnel Handbooks (this would simplify the announcement process if membership is by position) or a notice in the component's publication system.

Boards and panels may accept supervisors' recommendations or component rankings, but such data should be regarded only as advisory material in developing the evaluations and final recommendations.

The Career Service Boards and the Career Service Sub-group panels serve in an advisory capacity to the Heads of the Career Service or the Head of the Career Service Sub-group, as appropriate. The Head of the Career Service or the Head of the Career Service Sub-group should not unilaterally make changes in the recommended list and should consult with the board or panel to resolve differences. The Heads of the Career Services, however, are responsible by regulation for the management and development of their personnel and the ultimate decision for promotion remains with that officer, or an officer to whom the authority has been delegated.

RECOMMENDATION III:

All personnel in grades GS-15 and below will be evaluated and reviewed for promotion at least once a year at the Fitness Report cycle period, regardless of time in grade or other consideration, unless an individual is in the process of separation from the Agency.

RECOMMENDATION IV:

The list of approved promotions will be published. The promotion actions approved by the Board and Senior Secretarial Panel will be published to the Career Service; panel actions may either be published within the office concerned or Career Service-wide, dependent on the scope of the panel's responsibility and the Career Service interest.

RECOMMENDATION V:

The Heads of the Career Services will develop and publish criteria for promotion. Criteria which are common to all components of the Career Service will be published in the Personnel Handbook for that Service. This data may be supplemented with criteria developed for specific requirements or pertinent to an individual Career Sub-group. This supplemental criteria will be published in the normal publication system of the Sub-group to which it applies.

STAT The general guidelines for promotion consideration are provided in . This recommendation requires the development of specific criteria in terms of personal qualities, identified elements of performance, and level of functional abilities among other considerations for evaluation, and should include provision for judgments of potential development as well as past performance. The Fitness Report should normally provide the basic data for applying the criteria, but boards or panels are free to solicit additional information as needed.

TAB

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PROMOTIONS, FLOW-THROUGH, AND SEPARATIONS

DCI ACTION ITEM:

Prepare a paper that would be based on the Director's philosophy of insuring flow-through at grade levels, incorporating the use of the descriptors and establishing the basis for separations at each grade level depending on analysis of promotion possibilities at those grade levels.

DISCUSSION:

Employees are concerned about a decline in promotion rates at a time when the Agency's attrition has been unusually low. Thus the Operations Directorate reports a 15 percent drop in promotions when FY 1977 is compared to FY 1974. We do see indications, however, that the rate of attrition will increase because of recent management action and growth in the pool of retirement eligible employees.

To put this concern in perspective, it should be noted that in comparison with those days before CIARDS (the Agency retirement system) was created, with provision for more generous annuities on early retirement, promotion rates have improved significantly. (See attached table, comparing DDO data for FYs 1959 and 1960 with FY 1977 and FY 1978 projection). These show the tangible improvement in promotion flows in one Directorate that have resulted from the availability of early retirement, from an increased pool of employees that are eligible for retirement, and from management focus on removing obstacles to promotion flows. The Operations Directorate was selected for the comparison in the table because it has faced serious problems of promotion flow.

An employee concern that is no less important is that the basis for personnel actions (hiring, promotion, and separation) be as objective and equitable as possible. To this end, employees have expressed in their responses to surveys their support for the Agency's effort to develop a performance-based personnel system in which good performance is rewarded and poorer performance leads to rehabilitation efforts, or, in more extreme cases, separation.

A central feature of this performance-based system is an evaluation process designed to discriminate between good performers and bad (or poorer) performers.* As the Agency is very selective in its

*It should be noted that the ranking system also reflects judgments concerning potential.

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choices from a wide range of applicants, poor performance is a relative matter and there are relatively few employees who do not meet performance standards.

Under such circumstances, the identification of the poorer performers takes two modes. The first is through the fitness reports, which document the more prominent cases of poor performance. The second is through comparative evaluation, wherein the evaluation panels are able to identify some of the more subtle cases of poor performance, such as those employees who while meeting performance standards are below the performance of their peers or those who are beginning to show problems. In the latter case, the prior concern is that of rehabilitation through counseling or such administrative action as reassignment. The results are often fortunate for both the Agency and the employee. Successful rehabilitation preserves benefits of the extensive Agency investment in the employee and usually is more cost-effective than separation.

Though the Agency's stock-in-trade is the skills of its employees, and recognition of this mitigates against arbitrary separation policies, there are times when these skills become excess or even obsolete. The present array of separation procedures provides means of separating excess personnel following the appropriate management determination.

In addition, the Agency has a selection-out procedure to provide for an orderly outflow of the less productive employees and to make room for an inflow. Under normal circumstances, the application of selection-out procedures within those of the bottom 3 percent who cannot be rehabilitated should be sufficient. Where extraordinary circumstances such as non-programmatic strength reductions require additional separations, the comparative evaluation rankings and the descriptors* permit identification of those who most merit retention, and conversely of those who have less retention value. The latter may be separated by the procedures that apply to excess personnel.

In view of this flexibility, one hesitates to widen the net for selection-out because so doing would increase the employee concerns for job security and further would weaken the necessary management focus on rehabilitation. Separations involve a cost to the organization and the write-off of a substantial investment; accordingly it is appropriate to view our employees as assets rather than as costs.

Based on the rates presented in the FY 1978 Annual Personnel Plan (APP) (see tabulation on page 4), it does not seem necessary to take additional management action with respect to separations to assure

*The descriptors are the basis for the competitive group ranking of employees under the categories of High Potential, May Develop High Potential, Valuable Contributors, Limited Potential and Substandard.

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an appropriate promotion flow. Instead, attention should focus on the planning of promotions to assure more complete utilization of promotion availability. Although there may be some blockages to the desirable promotion progression, these do not loom very large. At present, insufficient promotion planning appears to be a major cause of the low promotion rates in some grades. Analysis shows cases where more use of existent headroom at higher grades would open promotion flows at lower grades and where Career Services have adequate headroom even though particular sub-groups may not. Where the problem is not headroom, we cannot exclude the possibility that the low number of promotions planned at some grades reflects a low number of individuals considered to be qualified for promotion. If this is the case, this problem is not resolved by increasing the number of separations at higher grades.

A feasible course of action to improve promotion planning and assist management follow-up would be to establish some Agency-wide promotion rate targets with which to compare Career Service Planning in the APP. Where a Career Service does not meet the target rate in its plan, it should be required to revise its plan or to explain why it cannot. Subsequent performance should be monitored to assure reasonable performance within the promotion targets.

In developing promotion rate targets, it is necessary to keep several dimensions in view, such as the implications to the speed of career progression, in timing required to develop the necessary skills and experience for career progression, the relative number of positions in each grade, the attrition rates for each grade, and the comparison of speed of progression with other agencies. The predecessor of the Operations Directorate did a study in 1960-1 to develop an idealized schedule of promotion rates with such an approach; the rates developed were significantly higher than the rates then being experienced and thus prompted some management action, including the establishment of CIARDS to improve personnel flow. These rates are shown in the first column of the following tabulation. The rates presented in the second column are those we think could be met presently by all the Career Services. It is encouraging to see that they are somewhat higher than those developed in the earlier study. Additionally, they have been reviewed against the separation rates and position structures of the Career Services to assure that they are sustainable over the longer run (that is beyond FY 1978). These rates have been set up as minimal guidelines to be met or bettered in the promotion planning of the Career Services. Some care should be taken, however, not to exceed them by overly rapid consumption of promotion availability arising from recent and non-recurring reductions of personnel.

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<u>Promotions From</u>	<u>Desirable Long-Term Rates Per 1960-1 Clandestine Service Study</u>	<u>Suggested Minimal Guidelines for APP, FY 1978 and following (all Career Services)*</u>
GS-14	7%	7%
GS-13	10%	12%
GS-12	11%	15%
GS-11	21%	20%
GS-10	21%	30%
GS-09	Not given	30%
GS-08	Not given	30%

The system can be restricted to these grades, for generally promotions at lower grades are not a problem. An exception is promotions for senior secretaries, and the constraint in this case is the limited number of positions available. In any case, this is being looked at as a separate problem.

Application of the suggested guidelines to the APP for FY 1978 would focus management attention on the promotion rates in the boxes in the following table as those that do not meet the standard and thus must be revised or explained (planned promotions expressed at percent of those in lower grade, by Career Service):

<u>Promotions Planned From:</u>	<u>S&T</u>	<u>E</u>	<u>NFAC</u>	<u>AIM</u>	<u>OPS</u>
GS-14	12	38	9	11	10
GS-13	10	45	16	12	16
GS-12	14	50	23	15	16
GS-11	30	22	32	10	31
GS-10	52	31	47	25	29
GS-09	37	0	30	9	24
GS-08	57	35	45	26	33

*Calculated as percent of officers-in-grade at the beginning of the planning year.

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In most cases, those low rates identified in the boxes are associated with promotion plans that do not make sufficient use of promotion headroom within the personnel flows presently projected. In reviewing the rates, the E Career Service should be kept in mind as an aberration because it has an unusual grade structure and is a small service.

If this system were adopted, it would be possible for the DCI to announce the promotion targets and to inform the employees that he would review the promotion plans--and achievements-- of the Career Services for conformance. On the basis of experience, the targets could be modified. It would not be advisable to set the target promotion rates too high, as compliance might then lead to promotion of some employees not properly qualified. The suggested targets, however, do signal some cases where appropriate intervention should occur.

RECOMMENDATIONS:

1. It is recommended that the Director approve as minimal guidelines for promotion rates the following schedule for comparison with promotion planning in all Career Services (except the E):

Promotions From:

GS-14	7%
GS-13	12%
GS-12	15%
GS-11	20%
GS-10	30%
GS-09	30%
GS-08	30%

These may be calculated against either the year-beginning number of officers or the projected annual average number.

2. The Heads of Career Services should review those promotion rates in the FY 1978 APP that do not meet the specified minimal guidelines for the purpose either of bringing them into conformity or providing the Director with an explanation of why this is not feasible.

Sir:

We do not consider this a final review of the subject matter and will continue our examination. Changes or additional material will be forwarded if warranted. We wanted you to have this as a status report and also to be sure that our views, as expressed in this paper, are consistent with yours.

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TABLE

Removing the Obstacles
Promotion Rates in the Operations Directorate
FY 1959, 1960, 1977 and 1978 (Projected)

<u>Promotion From</u>	<u>FY 1959</u>	<u>FY 1960</u>	<u>...</u>	<u>FY 1977</u>	<u>FY 1978</u> (APP Projection)
GS 14	9.4%	2.9%		14.5%	10%
13	12.7	8.4		16.3	16
12	20	10.3		15.7	16
11	24.5	13.4		25.2	31

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NOTE: High uncertainty attaches to forecasts of separations and thus to efforts to plan promotion flows. Accordingly, it is a premise of this paper that the ~~the~~ most useful approach is to devise a process that would flag anticipated situations where promotion flows might be less than desirable. In some cases, such as a shortage of personnel qualified for promotion, there might be little management action that could be taken immediately, although the longer-term implications would be significant. In other cases, management might take action to improve the utilization of existing promotion headroom or to increase separations. An essential part of the system would be dialog between Heads of Career Services and the Director concerning the need for action and the mode of action that might be desirable. The system is intended to be flexible and to be modified as experience dictates. This is true also of the guideline promotion rates presented.

not used

TAB

AD/Pers

Ben:

Jack Blake may question including []
job as "non-supervisory" because of its title of
Executive Officer. You will recall that we
discussed this with Fred Janney last week who
agreed that it be included. Bob's functions are
those of an Executive Assistant/Special Assistant.
I've attached a copy of the Position Description
for your information.

STAT

STAT

[]

STAT

[] DD/Pers-P&C 1006 Ames [] 1/20/78

STAT

[REDACTED]

DD/Pers-P&C
1006 Ames

[REDACTED]

20 January 1978

STAT

AD/Pers
5E 58 Hqs.

Ben:

This is in response to Mr. Blake's request for additional information on the non-supervisory positions at the GS-17 level that were listed in the attachment to "Paper B".

[REDACTED]

STAT

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GS-17 NON-SUPERVISORY POSITIONS

COMPONENT

POSITION

ENCUMBENT

O/DCI

AA-03 - Special Assistant

OGC

FR-99 - Associate General Counsel

DDA

AC-43 - Administrative Officer/Executive

DDO

GC-93 - Senior Review/Operations Officer

DDO

CW-76 - Information Services Staff/Operations Officer

Vacant

25X1

25X1

CONFIDENTIAL

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